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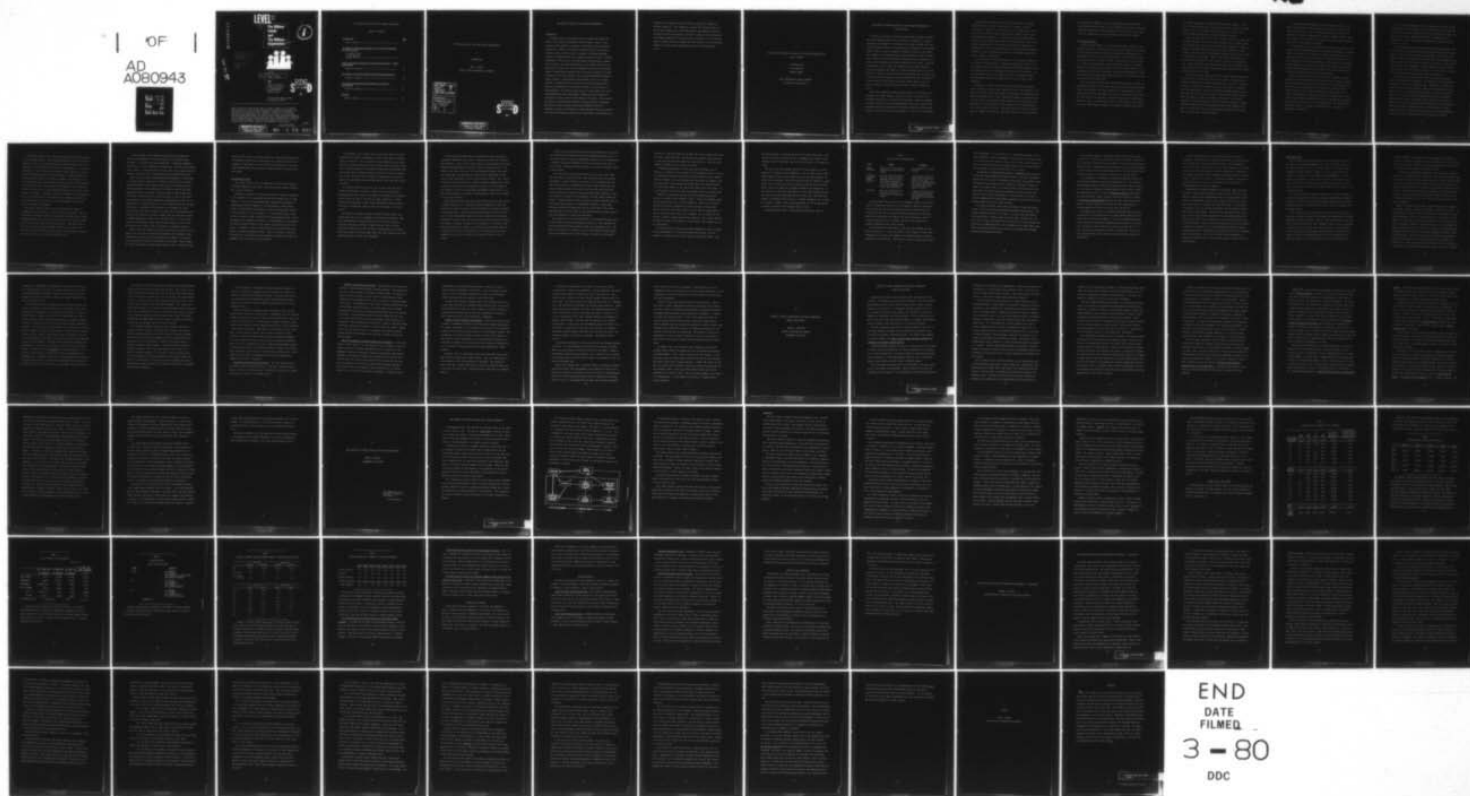THE MILITARY FAMILY AND THE MILITARY ORGANIZATION. (U)
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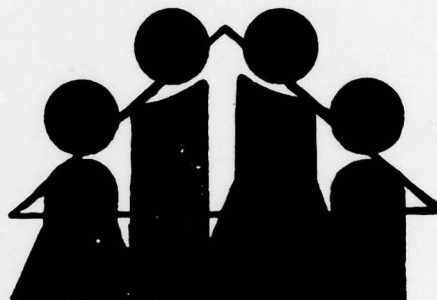NATIONAL BUREAU OF STANDARDS-1963-A

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The Military Family and The Military Organization*

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Editors

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Edna J. Hunter
Thomas C. Shaylor

WITH:

Robert S. Nichols
Robert D. McCullah
C. Brooklyn Derr
R. Mark Hinckley
Kathryn Decker

THE ADJUTANT GENERAL CENTER
Washington DC 20314

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INTRODUCTION

EDNA J. HUNTER

UNITED STATES INTERNATIONAL UNIVERSITY

THE MILITARY FAMILY AND THE MILITARY ORGANIZATION

INTRODUCTION

Although a great deal has been written in recent years about the impact of the military organization upon the family, little, if any, concern has been shown for the impact of the family upon the military organization. However, work/family interactions within the military system, as well as within society in general, are having increasing reciprocal influences which can no longer be ignored by either. Societal transitions or forces (e.g., new family modes and structures, changing roles for women, and increased awareness of individuals' needs for job satisfaction, coupled with the all-volunteer service and the increasing numbers of women being integrated into the military) underlie the recent recognition by military planners that the organization/family boundary is indeed relevant to organizational effectiveness, as well as to family stability. Perhaps the time has come for the military organization to take the responsibility for including the family in certain areas of decision-making. The question then arises as to what extent this can be accomplished while still maintaining a combat-ready force capable of performing its primary mission--the defense of the nation. With increas-ing numbers of single-parent families, alternative styles of marriage, dual-career military families and military families in which the "dependent" spouse is the husband, it seems imperative that old as well as new policies be evaluated carefully as to their effect on the family, and

conversely, the family's ability to affect, positively or negatively, military operations. This symposium, entitled "The Military Family and The Military Organization," whose participants represented both military operations and military families, focused on current societal changes and the growing recognition of those in military operations of the reciprocal impacts of these two social systems that often conflict at the work/family boundary, with each system blaming the other for the problems which result.

II

THE IMPACT OF MARRIAGE AND FAMILY ON THE CAREER PROGRESSION OF

NAVAL OFFICERS

C. BROOKLYN DERR

R. MARK HINCKLEY

KATHRYN DECKER

NAVAL POSTGRADUATE SCHOOL, MONTEREY

UNIVERSITY OF UTAH, PROVO

THE IMPACT OF MARRIAGE AND FAMILY ON THE CAREER PROGRESSION OF NAVAL OFFICERS

The Navy of the future is faced with some complex personnel problems which could impair readiness and the effective utilization of advanced technology and "hardware." For example, it has been estimated that some 23,000 high-skilled position classifications are manned by unrated sailors (Elster, 1976). Unless the manpower shortage is resolved in the subsurface community, some submarines may not be operational in 1980's (Elster, 1976). Moreover, advanced hardware systems often lack the people to run them, and this problem may get more intensified in the future. Among the officer cadre of the US Navy, and especially within some communities, retaining top-quality personnel is of utmost importance--and it may prove difficult. While the current officer shortage appears most serious in the 5-12 year experience range, it has been predicted that some 40 percent of officers leave the Navy before the 12-year period, which, in turn, is costly in terms of training and applied future experience (Robertson, 1975).

Many career programs to date (especially those in the military) have focused on two common threads: first, the idea of the career as job placement rather than a total work-life experience; second, the emphasis on fitting the person into the organizational career slot, based on some manpower planning and prescribed career ladders without, coincidentally, trying to match the needs of the individual with those of the enterprise.

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Moskos (1978) has written that a career in the Navy is no longer perceived by most of those in its ranks as a "calling" or even a "profession." Rather, it is seen by many as an "occupation" or a job. When the Navy career is viewed alongside other careers, without this added emotional investment of a "calling" for which one makes special sacrifices, many officers report that it is found wanting. One of the primary reasons given is the comparison of what other companies and enterprises do or don't do which allow for a better marriage and family situation. Thus, by comparison, the Navy as an employing organization does not appear so attractive.

It is the thesis of this paper that one of the principle reasons for the failure of Naval officers to reenlist--especially for those in critical shortage and of strategic importance--is the adverse impact of the Navy career pattern on the marriage and family life of the officer. In the cost/benefit ratio of the career, the cost of marriage and family hardships weigh heavy on the balance and may, in fact, offset other advantages.

Following is a discussion of what might be some typical marriage/ family problems at various career stages which need to be addressed if the Navy is to achieve better human resource management, more productivity and higher reenlistment rates. These arguments are based on an ongoing study of naval officer career patterns being conducted by C. Brooklyn Derr and associates. Data are currently being collected, but the questionnaires are not yet completely analyzed. The assertions which follow are based on some 100 indepth interviews with male Naval officers in five communities:

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Surface Warfare, Submarine, Air, Civil Engineering Corps, and Supply. Five officers and their wives from each community were queried. There are significant differences between communities, but the focus of this paper is on the commonalities and generalizations across the five groups.

The Adjustment Phase.

During the early stages of a naval officer's career, typically from Ensign to Lieutenant Junior Grade (LTJG), the young careerist must achieve his own sense of identity through work and adapt to the demands of the organization. This is the matching period when one takes his first job and, given who he is becoming, attempts to ascertain if he wants to make it a career; the organization, on the other hand, attempts to determine whether the recruit has the potential to meet its future needs and, if so, encourages him (usually by advancement and attractive assignment) to stay. Many careerists and organizations determine after a trial period that they do not have a good career match.

Other than normal attrition expected during this period, the Navy has some special problems. First, Naval officers and their wives must develop a model of work-family life often unlike that of their parents or other careers that they have witnessed. Not only must the officer usually work very long hours, often expected in other settings as well, he frequently leaves the home for extended tours at sea. In the case of a fleet ballistic missile (FBM) submarine officer, for example, the family must adjust

to "Daddy" being home for 3 months and then away for 3 months. In the case of many other officers, a sea tour may last for 2 weeks to 8 months or more. Such a tour may be carefully planned or, as in the case of nuclear submarine (SSN) crews, it may come without warning.

There are other models in society of frequent travel (e.g., many young business executives) and of on-off work rotations (e.g., airline crews). What makes the Navy career model so unique is the frequency of travel, the extent of away-from-home time, and the fact that, except for the FBM officers, one cannot count on extended and intensive at-home time in order to compensate for being away. Often, officers just home from sea duty must work very hard while in port in order to prepare for going back to sea. Junior officers get more than their share of the "dirty-work" and, thus, perceive a career pattern which leaves them little time for anything except dedication to the Navy.

The service juniors, those whose fathers were military and especially Navy officers, are notably different in this regard. They seem to have already formulated the military career model and to see it in a time perspective. They know, for example, that this early period is the worst they will experience in terms of at-sea/inport hardships because as they get more senior they are able to pass on onerous tasks to their juniors. Thus, they appear to adapt better during this period. Their wives, especially if they also grew up in military families, know how to balance outside-the-home activities and availability when their husbands are at home. In short, they seem to have expectations congruent with the Navy way of life and work at effective coping.

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A second point about adaptation of the marriage and family to the Naval career during this early phase is the problem of converting the wife to the Navy way of life. As mentioned above, most wives have no expectation of such a consuming model for their husband's career. Many wives report that the demands put on them and the family seem excessive; yet, there are some definite advantages.

On the positive side, many couples come from small rural areas of the country and from lower-middle-class socio-economic backgrounds. The Naval officer career meets their needs for increased status, good pay, and an opportunity to retire at half-base pay at a relatively young age. It is also perceived as an exciting opportunity, one which would not otherwise have developed, to travel and see the world. The career, providing the husband performs adequately, is quite secure and promises steady promotions and pay increases as well as enviable benefits.

On the other hand, report the wives and their husbands, the family separations, the heavy workloads and long hours, the uncertain schedules, and the eroding benefits (e.g., the possibility that the 20-year retirement option may be discontinued and the policy of 5 percent cost-of-living increases in 8-10 percent inflationary periods) often seem to offset these advantages. Moreover, the policy of frequent moves is perceived as an advantage during the early years of marriage while children are small and the family is open to new adventures. Once the kids reach school age, however, it becomes a disadvantage and is perceived as disruptive to family life.

Marital role adjustments are difficult during this formative period. The couple must work out when/if he is the patriarch, who will keep the finances, the parenting roles when he is at sea and when he is home, her time at home and away from home and how this corresponds with his schedule, etc. These are complex and intensive role issues for young couples to resolve.

A third consideration associated with the adjustment phase has to do with the value and generational conflict being experienced between young officer couples and their more senior counterparts. Not only has the Women's Liberation Movement made the younger wives more independent, more assertive when their needs are not being met and less apt to adopt traditional helping roles subordinate to their husband's work, but the more senior officers and their wives are likely to view the career from a very different perspective than their more junior counterparts.

Much research now shows that one's work is no longer the primary value among younger male careerists. The importance of family and self-improvement are often more salient values. Younger male careerists are likely to be sharing many heretofore female roles with their wives and wives are apt to be pursuing their own careers. Further, many junior workers do not view ascending the management hierarchy as necessarily correlated with having a successful career; rather, they are likely to define such success as doing work which corresponds with their personal-family growth cycles, having variety and not being bored, or being a craftsman and doing something more and better until one has perfected it, achieved intrinsic pleasure and left his contribution to society.

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Senior Navy couples often portray an unattractive career-life picture to these younger couples. Many seniors proclaim that the fun of being an officer is to be at sea (away from home) driving an airplane, ship, or submarine, that the essence of the career is subordination of all else to one's work. A "good" Navy wife is viewed by senior officers as one who manages efficiently while the husband is away, but eagerly becomes subordinate when he returns. She does not complain. She entertains well, stays physically attractive and mixes socially with other wives (especially those who are peers and superiors of the husband). If she chooses a career of her own, it is to keep herself busy while he is away and to add income to the family. Becoming a real estate salesperson, for example, is seen as an ideal career choice because she can carefully choose her own hours and quickly adjust her work to a new environment. She can work around his schedule and demands.

Many junior officers report that they perceive their seniors as unsympathetic and even hostile to the new values they espouse. One surface warfare Lieutenant reported receiving perfect ratings from a former Commanding Officer (CO), but with a footnote that "he could become CNO if he and his wife just learn the Navy team concept." This means that he was great, but that they were somewhat deficient as a twosome. This Lieutenant reported that his wife was pursuing her own studies and could not cope with all that the CO's wife asked her to do.

A senior Captain in the submarines complained that an Executive Officer was resigning at 14 years just because "his housewife keeps bitching." It was hard for him to understand. A submarine Commanding Officer said, "I don't understand the young wives. They are ruining these guys' careers. If they would fall into line, half of my problems would be resolved. They just need to mature beyond all this Women's Lib crap."

Thus, the four critical problems during the adjustment or early phase of a Naval officer's career are (1) whether he feels that he has made a good match between his own values, needs, talents, and aspirations and those requirements of the enterprise, (2) whether he and his wife have accepted and come to terms with a different kind of career-family model, (3) whether the wife has come to accept the Navy as a way of life where the advantages to the family outweigh the disadvantages and where she is prepared for a two-person career (i.e., her husband's career also includes her--indeed, is designed for the couple), and (4) whether the young officer couple will come to accept (or at least not be discouraged by) the values of their mentors and seniors, whether they will feel that in spite of minimal compliance in order to be "political" they can still be who they are, can eventually change things to their liking, or will as they grow older want to emulate some of the values of successful superiors.

Those at this first stage of the career who seem most content with the family life in the Navy are either staff officers (Civil Engineer Corps, Supply) where sea duty and family separations are limited, or bachelors and couples without children, where moving is no problem. Other examples of the most contented are those couples where the wife is pursuing her own

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career and has chosen a job which allows her to work more intensely while her husband is away and be at home when he is. Finally, those who have accepted the Navy model as a way of life (or already know it from their family backgrounds) seem more likely to make the Navy a long and productive career.

The Mid-Career Phase.

For a Naval officer, one is at mid-career at about the Lieutenant to Lieutenant Commander (LCDR) ranks. This period occurs normally between 8 and 14 years in-service.

Mid-career is usually a time when one has made a tentative commitment to an occupation or an organization and has been accepted into full membership. At first one is preoccupied with independent performance and establishing technical competence. One then begins to accept higher levels of responsibility and attempts to gain (by becoming more visible) a clearer identity in the organization. At the advanced stages of mid-career, one begins to make a contribution through managing people. One is preoccupied with leadership strategies. The organization in turn decides who among its mid-careerists it will prepare for future executive positions. It attempts to weed out some persons from its ranks rather than making a long-term commitment to them. Others are allowed to remain as craftsmen and future drones but, while meeting some baseline criteria for competence, are not valued as "front-runners."

At mid-career, one is usually able to ascertain, based on his work experience and personal development, his basic career needs, attitudes, values, and talents. Thus, he knows his career identity by this stage. Moreover, one often becomes bored and restless during this period, often due to overspecialization or the mismatch between who he has become (his work values, needs, attitude, talents) and where his career is heading. This is also the period when one begins to struggle with the issue of achieving an appropriate balance between family, self, work, and service activities.

Our research underscores the fact that the major issue for Naval officers at mid-career is whether to leave or stay in the service. Associated with that concern is the impact of the family on the military career and the new need to cope with "at home" situations. A third problem is an assessment of other career opportunities within the Navy and whether it makes most sense to invest in the current or a future career.

On leaving or staying, many Naval officers and their spouse, have already made some sort of a commitment to the Navy by mid-career. They have completed about 10-years' service and can retire at 20 years, a relatively young age, with half of their base pay. Thus, they are committed to remain for at least 20 years. Nevertheless, it is only at about this stage of the career (ages 28-34) that many experience the first questioning period of adult life development.

During this questioning phase, the officer must often contend with feelings of unbalance, with a need to develop his nonwork and nonachievement identity: being a better father, being a more considerate and loving husband, pursuing hobbies, engaging in personal growth activities. The wives, on the other hand, often confront internal sentiments associated with moving away from nurturing and fulfilling the achievement or work side of their personality in order to get a better balance. Thus, this is a period of life associated with a degree of malaise stemming from a need to get one's life into full perspective or balance. For the careerist, who achieved so much of his early adult development through work, it is a pull towards nonwork or a period of questioning as to what else is needed for more total identity.

Our research indicates that many Naval officers cope with this period by simply postponing it. Mid-career frequently demands very hard work because of the up-or-out policy of being selected for Lieutenant Commander or leaving the Navy. Because fitness reports during this time are critical to future advancements, those who do stop to honor these unsettling feelings and questions often do so because some external crisis has forced the issue; for example, the wife was so frustrated as to provoke a major marital confrontation; a death of a loved one occurs and makes them stop to ponder; or they face the possibility of not advancing to Lieutenant Commander and must ask the question: Who should I become in my next career?

However, those we encountered who had either achieved their new internal equalibrium introspectively during the questioning period (e.g., in a psychology course at the Navel Postgraduate School) or who had experienced a personal crisis which demanded that they stop and take heed, were in fact actually considering leaving the Navy at the senior lieutenant stage of their career.

The major reason given was that the Navy did not leave them enough time and energy to spend with their wives and families and for personal development. Closely related to this point was the sentiment that, for many, the potential for fulfilling their basic career aspirations (work needs, values, attitudes, and talents) which had only been discovered during the mid-career stage did not appear particularly promising. Aviators, basically oriented to the technology of flying, feared leaving the cockpit. Surface warfare officers, driven by the need to manage a ship at sea, feared being promoted to a bureaucratic position. Supply Corps officers, motivated by stimulating work and a good family life, feared their Washington, DC tours where it was perceived that they would interact with their families on a much restricted basis.

This brings us to the second major issue of the mid-career phase, that of how the wife and family are adapting to Navy life. Many families during this period have young children at home or in elementary school. The effect on the wife is a feeling of a need for help from her spouse during these more intensive years of child raising. She finds it particularly

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difficult to have her husband at sea while she is left without relief from the care of small children. The children also seem more parent-centered at this stage and find long separations very difficult. They miss their "daddies" and want time to interact with them.

As mentioned previously, the wife may also be searching her own balance as a result of the first adult life developmental crisis. She may be frustrated because she wants more out-of-home time and better support from her husband. Evans and Bartolome have discovered, for example, that from about ages 33-36, business executives report that primary concerns are wife issues, whereas it was most career issues until that period. It is also likely to be the time when the marriage contract is renegotiated.

Moreover, at mid-career the Navy wife must typically become more active as a partner in her husband's career. During the adjustment phase, she was asked mainly to be a "blind" supporter. That is, he was establishing his technical competence and was so involved at work, partly because it met his own identity needs, that his wife was asked mainly to pick up the loose ends at home, not to complain, and to provide for her husband a peaceful refuge from the daily pressures. When younger officers are asked how wives can be helpful in their careers, they usually say, "by not complaining."

By late mid-career, however, Lieutenant Commanders are often in charge of major departments or are serving as Executive Officers. They are expected to accomplish much of their tasks by working with people. They

are often expected to entertain and be active in Navy social life. They realize that making it beyond the rank of Commander will depend on many informal criteria ("politics") and that they are likely to be judged as a couple.

The role of the wife changes from that of blind supporter to active manager of the family's social obligations. She is asked to help create a family image that will make it appear that they have good potential for senior officer material. She may not directly help her husband in a given billet, but her actions—or lack of them—can certainly hurt his career image. She is also expected to assume increased social obligations. In our research, we found that some officers at this career stage perceived that their wives were questioning this new social role. The wives were pushing for severance from the Navy or a minimal commitment only to remain for 20 years. However, other wives seemed happy for the new opportunity to become involved in their husband's career at last.

In general, three types of wives seemed to emerge (see table 1).

TABLE I

TYPES OF NAVY MID-CAREER WIVES

TYPE	ISSUE	ATTITUDE
Blind Supporter	What can I do to help him advance his career and be happy?	His happiness is my happiness.
Deferred Supporter/ Career Supporter	How can I help him now so that he (and the career benefits) will help me in the future? How can I work, but subordinate my job to the demands of his career and the family?	I'm willing to defer my career until he retires, then it's my turn. I need to do something when he is away, but want to be present and helpful when he is home.
Careerist	How can I manage his and my career so that our family and my career don't suffer?	I have as much right to a career as he does, mine is as important as his, the Navy is his business not mine.

Those marriages where the wives were supporters seemed to be the most viable, although many women fell in the category of Deferred Supporters. One potential conflict that we uncovered was that although wives were patiently waiting their turn and expecting much support from their husbands after retirement, the husbands were often preparing to pursue an active second career after retirement and did not see themselves as primarily supporting their wives' efforts.

The Careerist wives seemed most at odds with their husbands and the Navy career pattern. In fact, the women in this category, a rather small percentage of the sample, were judged to be experiencing great dissatisfaction with the status quo. They were most likely to present their mates

with ultimatiums: "It's the Navy or me." They seemed prepared to risk their marriages for more independence. Most wives in this category could not see how they could pursue a viable career of their choice and still be part of the Navy system with the frequent moves, lack of husband support, and the demand for support from the wife for his career.

As expected, the Blind Supporters/Career Accommodator wives seemed to be the most ideal companions for Naval officers. The idea of deferring gratification on the part of husbands and wives until the post-Navy career introduces the next major issue for officers at mid-career: whether to invest in the Naval career or the second career? Derr has written elsewhere about this career transition phenomenon, pointing but that some officers at mid-career simply decide to "do my 20 years" at a level of minimal commitment while simultaneously beginning to invest their time and energies towards their next career ventures.

At an early mid-career stage, they had chosen to forego the military career. Most of these persons appeared disenchanted with the Navy. They perhaps disliked the nature of the work. Or, their wives and families were dissatisfied. Perhaps, career values has been violated (e.g., the pilot who is technically-oriented and yet must get out of the airplane and switch over to administration). Or a combination of all these factors may enter into mid-career malaise and cause them to withdraw their energies and become second-career oriented.

Still another segment of this group, unlike those who have become "turned off" to the Navy, are realistic and know that their opportunities for a successful military career are limited. Thus, they perceive that it would be wiser to change their career direction. Some of the interviewees in this category had already been passed over once by the Selection Board and were expecting to be retired involuntarily in the near future.

It is important to understand the distinction between those who are second-career oriented by choice and those who are not. The voluntary second-careerists and the balanced careerists are both likely to strive for some level of competence and advancement in their military careers. What differentiates them is that the balanced careerists seem equally concerned about both careers (the Navy and the next venture), whereas the voluntary second-careerists clearly give their second career first priority. This is manifest in how they use their time, energy, and planning moments and how they articulate their priorities.

For example, one officer at the Naval Postgraduate School was busy searching for a new career because he had been denied promotion on the first round of the Selection Board. He was a Civil Engineering Corps officer and had not succeeded at demonstrating proficiency as an architect. Moreover, he had decided that he did not like and was not, in fact, particularly talented in the facet of engineering. Thus, he was busy exploring other career options and using his time and energy for that purpose.

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Another second-careerist was an aviator whose goal was Ph.D. in Management. He worked hard to influence his detailer to give him billets which allowed him to be near university centers. He was preparing to teach at the junior college level. He also read extensively in his field and wrote about relevant aspects of his naval experience to demonstrate his academic competence before retirement by publishing several articles. He was to retire after 20 years as a Lieutenant Commander, having chosen jobs during the last 7 years of his military service which were not career-enhancing for his Navy occupation.

Summarizing our findings regarding the mid-career stage, some Naval officers at early mid-career decide to leave the Navy. They are often those who discover great disenchantment due to increasing levels of discontent, new conditions at home or the projected failure of the future Navy career pattern in meeting their basic work needs. A second issue at mid-career is how to cope more effectively with wife-family concerns. Four types of wives emerged. Those wives who themselves become Careerists, and even some Deferred Supporter's wives represented special problems for the officer who was attempting to devote more time and energy to his Navy career. Finally, the officer himself may decide at mid-career to perform at a minimal level of acceptable behavior while he becomes increasingly geared to transiting to his post-Navy career as he disengages from his Navy career. All of this leads us to the consideration of marriage and family issues in the late-career phase of a Naval officer's career pattern.

Late-Career Phase.

Most of those naval officers queried in the study were at the rank from Ensign to Lieutenant Commander; thus, there were fewer persons in the sample considered to be in the senior officer or late-career phase (Commander, Captain, Admiral). However, we have to date studied the responses of a number of senior LCDR's and some Commanders. Of those sampled, several have 16 or more years of service. Given that a typical career lasts 20 years (certainly no more than 26 years), there is some basis to comment on this phase of the Naval officer career pattern in this preliminary report.

The critical issues at late-career seem to be: (1) how to adjust as an executive couple wherein there are increased expectations and responsibilities; (2) how to transit from the primary career and Navy life to a secondary career as a civilian; and (3) how to cope with a possible mid-life adult crisis.

As an executive couple, most senior Naval officers and their wives experience increased demands for entertaining and representing the Navy at ceremonial and social occasions. Many of these executive wives have functions of their own related to their husband's career; such as, organizing and helping to care for other wives when the men are at sea, helping to create a tightly-knit group between wardroom families, overseeing Navy Wives' Club activities, making ceremonial and social appearances and generally helping to care for the welfare of the families under their

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husbands' commands. An admiral's wife, for example, can be quite in-
fluential on matters associated with housing, medical care, for Officer's
Club and recreational activities. For wives, growing into this new role
is one important task during the late-career phase.

A somewhat more controversial problem for the late-career family is
coping with the imminent career transition. Most officers eventually base
their decision about their next career venture on (1) some intuitive sense
of what they do well; (2) what kind of work they enjoy; (3) in what geo-
graphical setting they wish to settle; (4) what monetary needs they have;
(5) what job flexibility they need to accommodate to their spouse's and
children's demands; and (6) what work-living concept they hold for the
45-60 year age period in their lives. The final choice is usually some
form of compromise.

Making the decision often provokes long discussions, even arguments,
with spouse, children, relatives, and friends. Planning is critical. For
some, naturally they will transit to similar jobs in civilian life (e.g.,
nuclear submarine officers to nuclear industry.) But for many, it will
indeed be a career-switch, since their primary activity as an officer is
that of a general "commander" who rotates every 2 to 3 years between his
military speciality (e.g., on a ship, in a squadron) and a more general
management support position (e.g., project management, personnel, finan-
cial management). The military jobs which have the most second-career
potential are frequently short-lived opportunities of, perhaps, two
divided tours of duty during the entire military career. For example, an
organizational development specialist might spend 3 years as an internal

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consultant at a Human Resource Management Center, go back to sea duty, go to another shore billet, back to sea and, finally, go into a policy position administering programs. Moreover, one's specialty training normally takes place at mid-career and may be somewhat obsolete by the time the officer retires.

One of the most difficult problems for the late-career military man is how to continue to perform credibly as a senior Naval officer while simultaneously conducting an active search and preparing to transit into the next career. Balance is critical for the late-careerist. While a number of billets are second-career enhancing (e.g., graduate education, training as a technican), they may not enrich one's military experience portfolio. For line officers, the military tends to reward one for having served in combat, on ships, with the troops, or in some directly defense-related activity. Support activities are seen as necessary, but not as critically important, since many of these activities could be accomplished by civil service employees. Becoming highly specialized, becoming very knowledgable in one's field, or receiving a Ph.D. are in fact somewhat suspect. Military officers are supposed to be general managers. It is, therefore, often difficult to pursue the current and secondary career simultanesously. Sometimes to the extent one can influence the situation, one finds he must seize on a second career opportunity at the expense of his military career. The closer one is to retirement, the truer this is.

Many officers in this situation have even begun the career transition phase years before actual severance from the Navy. Such a policy of actively pursuing both the Navy career and the second career simultaneously (unlike the officer who seeks mainly his second career and gives minimal effort to the Navy) has been termed "balanced careerism" by Derr. Such officers plan to make at least Lieutenant Commander. They pursue their Navy careers as much to gain higher retirement benefits (half of base pay as of date of severance) as they do to succeed at their military occupations. Balanced careerists and their wives report a fear of Congress changing the retirement benefits on the 20-year retirement option before they can get out and begin their next career ventures.

Most balanced careerists work hard at the strategies important to being a good Naval officer. At the same time, however, they develop specific long-range plans for their life and work following retirement. One officer in our study had purchased a farm in his hometown and was preparing to run it 8 years hence. Another was pursuing courses to become an elementary school teacher. A third had become interested in computers during one tour of duty and wanted to find a niche in the computer technology industry. To this end, he was also trying to get all of the experience and training possible in the military before serverance (10 years away). He felt that he could accomplish this goal by influencing his shore billets, and then using his sea billets to complete the Navy career requisite.

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A fourth example of the balanced careerist reported he wanted to retire in a particular geographic area and attempted to influence his detailer to send him there whenever possible. His career plans were as yet unfixed, but he was considering various opportunities and making contact in the region in order to decide his next venture and to start preparing for it.

Balanced careerists, therefore, begin in earnest to plot out their second careers as much as 10 years prior to retirement, and their planning becomes more intense as they get closer to the severance date. Many seek to get a specialized type of training (e.g., computer technician, operations research analyst, nuclear engineer) which will be a useful commodity in the civilian job market. Some invest in real estate and family business. Others cultivate contacts with civilian contractors or keep actively in touch with former officers who are now employed elsewhere. All of this takes much of their time, energy, and emotional investment. Most of this is a husband-wife, if not a family, decision-making process. To the extent that this is an effective process, it seems to be an ideal time for marital recontracting for the next phase of family life. To the extent that the process is ineffective, major marital problems seem imminent at the time of transition.

Mid-life Crisis and the Late Careerist. The third important issue for officer late-careerists may be how to cope with a possible mid-life crisis. What is the mid-life crisis? Ordinarily, this crisis is brought about by one or more of the following events:

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Evidence of Physical Deterioration. During these mid-life years, the
evidence of physical aging becomes increasing apparent. The appearance of
gray hair and/or balding, the gaining of excess weight, the lessening of
physical vigor and agility, and the need for reading glasses vividly
impresses on the individual that we are all subject to a terminal disease
called aging. The appearance of these signs of physical deterioration and
the depressing reality that one is in the declining years is further
underscored by the death of friends and acquaintances who are in the same
age bracket. This realization that life is not endless and that one's
life is more than half over can have a profoundly sobering effect on an
individual. Some individuals may retreat into a state of depression while
others may carefully plot how best to use the years that remain. Regard-
less of how one reacts to this, it is unlikely that once this reality
becomes manifest the individual will view life or himself in quite the
same way again.

Signs of Incomplete Occupational Success or Fulfillment. In the early
stages of one's career, it is not unusual for one to envision a future in
which one reaches the highest appropriate level of success (e.g., top
management, important discoveries, extensive publications, high income).
Somewhere in this mid-life period many come face-to-face with the fact
that they will not likely achieve those levels of success that had been
taken for granted at an earlier age, when everything seemed possible.
They realize that for any number of reasons there just are not enough
years left to do all that they wanted to accomplish. In addition, some

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individuals, both successful and unsuccessful, realize that there is little personal fulfillment in their work. It may be viewed as boring, trivial, or not challenging. Whatever the reason, some individuals question seriously the continuation of their life's work.

To some, these insights regarding their life's work may cause only a slight pause, and then the individual pushes ahead in spite of the recognized limitations of doing so. Others, however, find this realization a stunning blow and either seek and find new occupations or continue in their present work with little enthusiasm or commitment.

Changes in One's Personal Life Situation. During this period of time, a number of fundamental personal life situations may change significantly. For example, marriages that have endured for 10-20 years are increasingly strained as both partners undergo physical and psychological changes. The children may be leaving the home for school or work, and the family as a unit begins to change unalterably. Or, the family may be stressed by a rapid rise in expenses as the parents assume the financial responsibility for the children's college tuition and the aging grandparents' living expenses.

Obviously, there is considerable interaction among these three components; they are inextricably locked together. Also, the combinations of these components vary from individual to individual. The evidence is quite clear that for many there is such a thing as a mid-life crisis, and it can, and often does, have a profound effect on those who are confronted with it.

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The mid-life crisis seems to be a shift in one's inner state, a "turning point," sensed if not understood. One may experience this transformation task without the adaptive resources to deal with it. One's former dreams, illusions, and other internal guidance systems come to an end or fail. One loses direction and energy and must search for something new. Some self-renew and experience an exciting growth adventure. Others become listless and withdrawn, and their lives seemingly decline thereafter. The mid-life crisis is associated with aging. For many, it is a fear of being beyond one's peak. Hormonal changes are accompanied by physical signs of decay. One must deal with mortality, the ultimate vulnerability. In this state, one's fundamental pillars of support (e.g., the career) no longer work or function in the same way. For example, legitimate authority figures lose their force, and one feels alone. No substitute support or life-line is available. New supports must be created.

An operational definition of the concept may be the following sequence of events: (1) some maladaption or major lack of resources is experienced, and this triggers a feeling of crisis; (2) one senses a change in his internal subjective state (feeling); (3) one searches for a new sense of direction; and (4) one then tries to select a new response or cope in a basically different way.

Based on our findings that a few Naval officers are honestly confronting the first adult life developmental crisis (ages 28-34) and the evidence that those who do not begin at this first crisis to cope effectively with their internal strivings are more likely to experience a difficult mid-life crisis, it is hypothesized that many senior officers experience

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such a crisis at the time of retirement. Another reason for such an hypothesis is that the planned career transition phase would tend to force confrontation of self and planning for the next phase of life (including old age and mortality).

There is in fact some evidence that this may be the case. Medical facilities, alcohol rehabilitation centers, and military social workers are said to treat an abnormally high percentage of Captains and Admirals undergoing severe emotional stress shortly after retirement. It stands to reason that those who made it to the top and whose job, whose competitive reward system and whose career orientation ("hard-charging" worker) demanded that they postpone many personal and family matters until retirement would experience some sort of trauma once confronted by the personal issues they had been postponing. The military is unique as an organization in that it forces its people to retire at that period of their lives in which many of these crisis-provoking questions are being asked.

In summary, then, the late-career phase presents its own special problems--again closely intertwined with one's outside-the-job concerns (self-wife-family). First, there is the issue of how to adapt to a new executive couple role--which greatly involves the wife and the success of which will greatly affect future promotions. Second, the officer and his wife are usually quite involved in searching, deciding, and preparing for the post-Navy career. Third, the officer himself must cope with the possibility of a mid-life crisis. This will greatly impact on his family if it materializes. It will impact on the Navy if it happens before actual retirement.

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III

EFFECTS OF FAMILY DYSFUNCTION ON MILITARY OPERATIONS:

MENTAL HEALTH NEEDS

ROBERT D. McCULLAH

BUREAU OF MEDICINE AND SURGERY

DEPARTMENT OF THE NAVY

EFFECTS OF FAMILY DYSFUNCTION ON MILITARY OPERATIONS:
MENTAL HEALTH NEEDS

Historically, leaders of all persuasions have contended that "time is money." The modern day version of this reference is that professional people demand fees for their time and to waste time or spend it unproductively is inefficient. A professional military leader's time is no less valuable, especially during combat. My contention is a blatantly simplistic, irrefutable, but valid hypothesis: To be an efficient, productive and, thus, successful military leader is a complex, multifaceted, and very difficult task, made more so by the current Zeitgeist.

The most significant percentage of a military leader's time will be spent with personnel problems, thus, detracting from available energy and time for technical, operational matters. The central issue remains to convince Congress that <u>family stresses among military personnel can compromise our nation's defense posture</u>.

Personnel problems include the caliber of recruits as well as the need for better training of physicians and other professionals in identification of family dysfunction. The high incidence of alcoholism and related family problems, are receiving increased attention, i.e., child abuse/ neglect, spouse abuse, and other forms of substance abuse.

Recent personnel statistics reveal that 80 percent of the Navy career force is now married (over 200,000). Twenty percent of the first term enlistment force is married. It is shocking that 40,000 USN personnel are

eligible for food stamps at Navy commissaries. Perhaps, most startling is the statistic of 17,000 single parent families in Navy. More than two-thirds of these single parents are males. This large figure would seem to warrant a study of the "single parent fatherhood syndrome."

To gain insight into the significance of family dysfunction among military personnel, I would endorse the hypothesis presented by Derr and Colleaques at this symposium that the feelings of spouses and children seem to be changing from an "organization supportive" mode to "organization questioning" style. Of course, this situation implies a decrease in identity or perhaps even total lack of identification with the military organization. It is wellknown that a healthy identification with a "parent" organization can facilitate the adaption of families to the inherent stresses of life, and particularly military life. As the sense of identity weakens or never develops, insecurity and feelings or confusion are exacerbated and instability increases. The stimulus input is overwhelming, and the resources to cope are stretched beyond the capability to adjust. Toffler's Future Shock syndrome is generated. Frictions between the military sponsor and his superiors, subordinates and peers are displaced onto the spouse who may, in turn, displace her frustration onto the children.

Let me preface my next remark by pointing out that research into the interrelationships among types of family dysfunction, specifically child abuse/neglect and spouse abuse, their impact upon organizations and the success of various modes of therapeutic intervention are merely in the embryonic stage. The mental health care delivery system is often the beneficiary of problems that other professionals either do not want to

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confront or feel ill-prepared to address. Alcoholism, drug abuse, spouse abuse, and child abuse and neglect are often organizationally and conceptually categorized as distinct clinical entities. Once again, the empirical interaction is the key issue often overlooked.

The Navy Alcohol Rehabilitation program at the Navy Regional Medical Center at Long Beach has gathered some preliminary data examining this interaction. Recently, Florida's Attorney General Robert L. Shevin (May 1978) addressed a Youth and Alcohol Abuse Conference in Tampa, Florida regarding the interrelationships of these serious problems. Shevin reported that one-third of all American young people will require assistance of alcohol, drug abuse, mental health, or various youth service/ treatment programs by the time they reach the age of 18. "Spouse abuse also continues to increase at an alarming rate," said Shevin.

Some researchers estimate that up to 50 percent of all female spouses may at one time or another have been physically abused. There is clear evidence that spouse abuse leads to child abuse, which leads to delinquency and adult criminal behavior. There are also correlations between alcohol and drug use and spouse and child abuse. One program in Orlando has reported a 67 percent correlation between alcohol abuse and incidences of spouse abuse. Other data collected by the public health service indicate that 80 percent of child abuse cases reported showed some connection with alcohol abuse. According to Shevin (1978) the development of positive prevention strategies for drug and alcohol abuse depends largely upon regenerating a strong family structure.

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Moreover, professional jealousies and adolescent conflicts must be set
aside if effective prevention and rehabilitation are to be accomplished.
In recent years the military mental health care systems have been facing
a sharp decline in the numbers of active duty psychiatrists. However,
clinical psychology's role is expanding in the areas of direct consulta-
tion to line commands and in providing a broad panorama of clinical ser-
vices, training, teaching, curriculum development, and alcohol programs.
A multidisciplinary approach is mandatory, especially in response to
family violence. Such an approach is well-depicted in the film "A Chain
to be Broken." The film is currently being purchased by the Department
of Defense after being recommended by the Navy Medical Department. Psy-
chologists and psychiatrists must get out of their offices to consult.
Currently, Child Advocacy Program committees at all military medical
facilities which treat dependents are an example of the team approach.

Are child abuse and neglect and other forms of family dysfunction
statistically significant problems, aside from the obvious emotional
sensitivity in reaction to recent publicized incidents of murder, bondage,
and sexual abuse? Estimates range from 1.6 million per annum (which the
National Center for Child Abuse and Neglect (NCCAN-HEW) considers to be a
relatively conservative estimate to 2.5-4 million incidents of abuse in
1965, reported by Gil in his 1970 text Violence Against Children:
Physical Abuse in the United States. Furthermore, approximately 2,000
deaths per annum attributable to child abuse and neglect have been
reported.

Samuel Hester, a Navy clinical psychologist reported in the July 1978 issue of US Navy Medicine the results of a series of conservative deductions which led to the estimation that approximately 32,000 cases per annum of reported child abuse result in mental retardation. The scientific limitations of such analyses are discussed, but the data force even a highly critical empiricist to suspect that child abuse is a serious national problem and may be significantly involved in the incidence of mental retardation. Fontana, a New York City Pediatrician and leading national figure in child advocacy, cites an editorial in the Journal of the American Medical Association, which stated that "maltreatment of children, if statistics were complete and available, could turn out to be a more frequent cause of death than such well recognized and thoroughly studied diseases as Leukemia, Cystic Fibrosis, and Muscular Dsytrophy, and may even rank with auto accidents and toxic infectious Encephalitis as cause of atypical disturbances of the CNS."

Further data and information as to the prevasiveness of family dysfunction and the generational effects of abuse and neglect have been reported in recent correspondence from the commanding officer of a large US Navy Brigade. He reports that a significant number of confinees have a history of childhood maltreatment or abuse. The child abuse victim as a "family man in the service" provides another complex leadership problem. While the literature is still in the neophyte state, one conclusion is well substantiated empirically: Abused children grow up to become abusive

parents. The stress placed on a division officer or senior petty officer
to counsel personnel with a history of abuse is significant; however,
studies which will reflect "time lost" of both the military sponsor and
his supervisors due to family dysfunction are badly needed.

In past years, there has been some discussion of comparable rates of
child abuse and neglect between civilian and military communities. No
body of totally reliable and valid data exist at present to answer the
question. However, the best data available currently reflect a lower
incidence rate in the military. I refer to the articles by CDR Accord,
a Navy clinical psychologist in Military Medicine, November 1977, and
Lieutenant Colonel Myers, a USAF clinical social worker, in Medical
Service Digest, Winter 1977.

The key issue is not the comparative incidence rates, but rather that
child abuse/neglect, spouse abuse and family dysfunction in general are
endemic problems in our community. Since military personnel are drawn
from civilian life, the problem deserves attention in both the civilian
and military community.

Stereotypes of military personnel and their families are a frequent
topic of discussion. Assumptions regarding their behavioral patterns
relative to family dysfunction are readily formulated, e.g., military
people are authoritarian strict disciplinarians. An interesting chapter
by John Miller, a civilian social worker at Texas Department of Public
Welfare, El Paso, Texas entitled "Perspectives on Child Maltreatment in
the Military," addressed these issues in the text, Child Abuse and
Neglect: The Family and the Community, 1976. According to Miller, "The

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supposition is that military personnel who lead a highly disciplined life are apt to be overzealous and punitive towards their children. A study of the types of child maltreatment in a military society was done at William Beaumont Army Medical Center, El Paso, Texas. The facility supports Fort Bliss, Texas, a large Army post similar to many in the United States. In that study 7 percent of the maltreatment cases represented "disciplinary abuse." This term was described by Delsardo (1963) in his attempt to classify types of child abuse in the civilian population in Pennsylvania. His definition seems to describe the stereotype of the "military syndrome." The parent is "rigid and unfeeling...The homes were spotless... Abuse was centered upon any child who broke rules, and straps and sticks were used in place of bonds. The parents were upstanding citizens in the community." In this study of 80 civilian cases, 12 cases (15 percent) were classified as disciplinary abuse. The tentative conclusion from these two very limited samples is that there is not much difference between civilian and military disciplinary abuse in either its morbidity or style. The author's own observation about child-rearing practices in the armed services is that they are not much different from those in civilian life. There may be more people who place higher value upon discipline and conformity in military family life, but that is not necessarily related to child maltreatment. Often these parents are very close to their children and compassionate with them" (Delsardo, 1963).

Once again, the desire is not to settle the debate, but only to address possible misconceptions. Family dysfunction is a very serious problem in the military. Military pediatricians, social workers, psychologists, and other professional groups have been actively involved. Many military pediatricians have been leaders in local civilian community programs as well as being a rallying point within their own medical center.

In a recent American Psychological Association workshop (1976), Dr. James Kent, a Pediatric clinical psychologist at the University of Southern California Medical Center, provided some guidelines for the psychologist's role on a Child/Family Advocacy team. The clinical psychologist could function to make the team aware of naturally expected friction stimulated by child abuse/neglect cases. Sensitivity training is often productive to help teams understand dynamics of "rescue fantasies" and the dynamics of role reversal whereby the child is expected to fulfull parents' needs. Furthermore, the psychologist performs traditional functions such as interpreting to parents the need for report, identifying sources of treatment, and providing psychodiagnostic evaluations.

In closing, as is the custom at this type of professional meetings, I will suggest some additional areas of research. At the Navy sponsored Military Family Research Conference in San Diego (1977), Dr. Henry Biller, Family Research, University of Rhode Island, has suggested the necessity of studies of the significance of father absence during different periods of a child's life. Father-infant bonding needs more emphasis. Research

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to date shows increased maturity and cognitive development with increased bonding. Dr. Norman Polansky, at a 1976 APA Convention workshop also endorsed the need for cohort studies to look at populations assumed at risk.

Research is important, but most importantly, families need advocates. In this regard, the Navy Medical Department is currently implementing a pilot family advocacy program at four large regional medical centers.

IV

THE EFFECTS OF MILITARY FAMILIES UPON MILITARY OPERATIONS

THOMAS C. SHAYLOR

DEPARTMENT OF THE ARMY

Each generation in a
democratic society is a
new people. . .

de Tocqueville

THE EFFECTS OF MILITARY FAMILIES UPON MILITARY OPERATIONS

People are the Army. They comprise an institution which is not merely a job or a place to work. The Army is a way of life. Further, the Army is not merely its soldiers. There are many segments of the "Army family;" there are the family members of soldiers, its active and reserve component, its civilian employees, its veterans, and its retirees.

Historically the Army is a somewhat conservative institution, but it is changing, at times very painfully, with a larger society that has experienced dramatic changes during the past 5 years. For the Army there has also been the transition from the draft to the all-volunteer Army; from an unpopular war to a peacetime environment; from a basically "man's world" to one which tolerates expanded roles for women. These and other events have resulted in both changes in the composition of the military population and in the explicit and implicit philosophies and policies which have regulated the Army in past years.

As a consequence, military leaders are facing new or greater problems; such as the increased numbers of junior enlisted personnel with families, soldiers married to soldiers, single parent families headed both by males and females and the higher percentage of working wives. These changes in the military population require adjustments in the Army's performing its mission.

How and why have these changes occurred? First, we must clarify the Army's responsibilities for its control over changes and clarify the response the Army makes to such changes. The Army is too often perceived as a separate entity apart from the civilian community. It is not. It is a subsystem of our total society, and it must be accepted that the Army, as a melting pot, largely reflects our society. Army personnel policies are not dreamed up out of thin air. They reflect standards, behaviors, and rules which are derived from society and acceptable to society. However, the Army also initiates changes. These changes not only have an effect within the institution; they often also impact on the total society; for example, witness the space program, discoveries by medical departments of the military, and the impact of the Engineer Corps upon our environment in general.
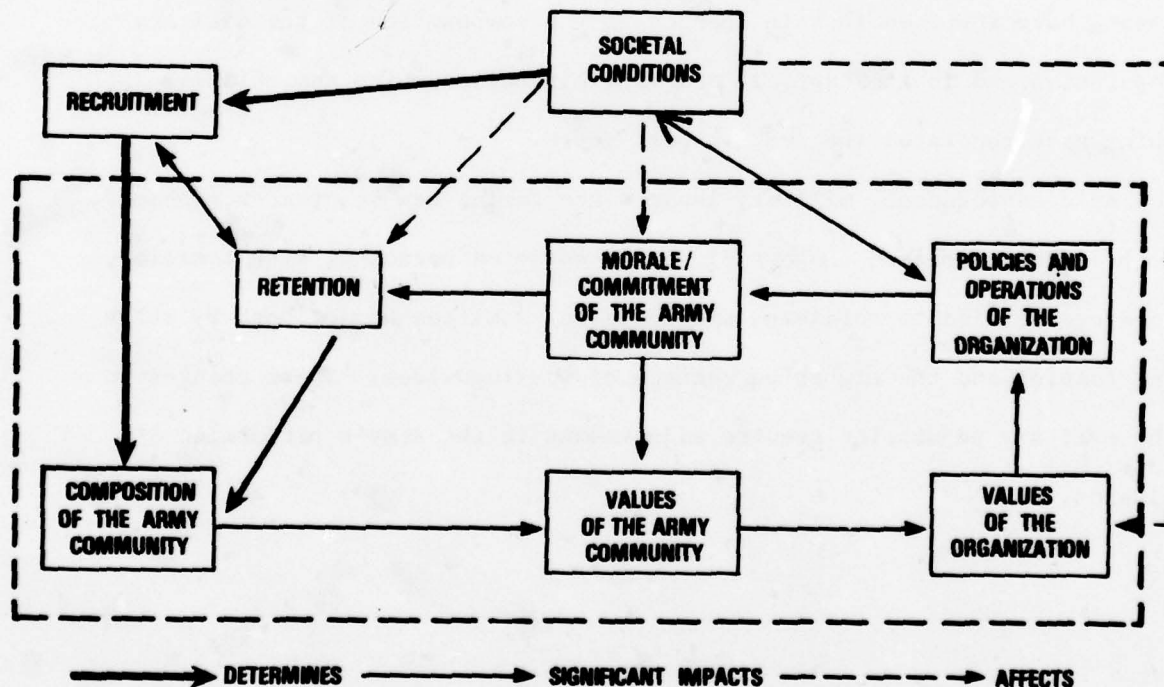

Figure 1

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By viewing the Army as a subsystem of the larger society, a descriptive model can be developed to highlight aspects of the macro system which impact on operations. For instance, we can examine significant variables which are regularly involved in the dynamic process of change. Further, we can identify significant external and internal changes which lead to shifts in the composition of the Army population. And, we can describe actions which the Army has taken and/or proposes to take to respond to the needs of its service members, in general, and to military families specifically. Study the model shown in Figure 1.

The model focuses on the interrelationships of personnel policies and operations. Note that changes in one area can be traced to changes in the other areas. Although the model identifies significant variables under related rubrics, it does not purport to be all inclusive, nor has it been tested and validated. Further, the basic mission of the Army—to maintain a ready force--is a "given" element of the model.

Societal conditions such as economic, political, and social climate impact differentially on the size of the force and recruitment policies at any one point in time.

Still other external societal conditions such as peace or war posture, perception of external threat, policy on military force, size of military force, may also determine who gets into the Army and how, that is, who gets inducted, or recruited, who volunteers and who gets accepted.

Retention.

The Army requires a highly trained and committed force. The Army must determine whom it can recruit, and how it can best attract the quality people that it needs. The personnel who are retained--those who reenlist and are accepted--also impacts on the Army's composition. External societal conditions are often the major factors in determining the decision to "stay Army."

"The young volunteer soldiers of today are reasonably representative of the American people--perhaps more so than some other institutions of our society. The draft was not necessarily more representative, neither were our ranks 50 or 70 years ago" (Chief of Staff, Army, June 1978).

The major difference in today's Army as compared to the "doughboy" or "brown-shoe" Army is that more than half of our soldiers are married. This has a profound impact on the Army community. But marital status is not the only factor in assessing the Army community. We must also consider such factors as age, class, educational level, race, gender, [class] and IQ or potential skill level. The percentage of married versus single soldiers, service couples, sole parents, and volunteering or working spouses are additional elements of the total structure.

Moreover, the personnel who comprise the Army have attitudes, opinions, stereo-typed perceptions, behavioral characteristics, and expectations based on personal and group experiences and backgrounds. As composition changes, we can anticipate changes in the values of the Army community.

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Gone are the days of the old military saying "If the Army had wanted you to have a wife, it would have issued you one." The Army does not stick its head in the sand. It has to address these changes through changes in organizational values. Janowitz said that in the single man's Army, "The problem of choosing between work and family life did not exist."

Army leadership understands the importance of the soldier's family and the quality or standard of life in the Army community. Lieutenant General Dewitt C. Smith, Jr., former Deputy Chief of Staff for Personnel, told a congressional subcommittee on 17 May 1978: "To attract and retain the number and quality of soldiers, both male and female, needed to carry out the Army's diverse missions worldwide, a reasonable quality of life for our soldiers and their families must be provided. Soldiers are needed who commit themselves fully to the Army mission. To obtain that commitment the soldier must recognize in a very tangible way that the Army and the nation support this dedication to a vital cause and a difficult life."

Army Chief of Staff General Bernard Rogers, in remarks to West Point graduates this year, stated, "One of your major concerns—and one of the major concerns of the Army leadership—is providing for the quality of life of our soldiers and their families."

In a joint statement the Chief of Staff and the Secretary of the Army established as an Army goal the need to provide "quality of life" for members of the Army family: "An Army worthy of the loyalty of its members will care for them—recreational facilities, hospitals and medical care, commissaries and exchanges. A concerted effort to improve the quality of life for your junior officers and soldiers, married, and single, will reaffirm the Army's tradition of "caring for its own."

The statement, issued throughout the Army, continued: "This Total Army's pledge to its members is demonstrated by good leaders--officers, NCO's, and civilian managers--who are committed to excellence. Adequate monetary compensation is necessary to attract and retain people, our most important resource, but leaders who "give a damn" for the individual are more important in promoting satisfaction and retention."

The Army goals visibly demonstrate the values of the organization and set the stage for progress in attaining social change within. The goals verbalize the importance the Army places on its members and their support.

The Army expects soldiers to be fully trained--ready to deploy, fight, and win in combat. The Army demands the total commitment to the Army's mission. In exchange for this commitment--in a sense, an unlimited contract--the Army must show its concern for the well-being of the soldier and the soldier's family.

Thus, "welfare of the troop" has new meaning. It includes child care, child advocacy, and personal financial counseling to families. The concept of providing services and support to soldiers and their families has expanded. Loan closets have been established and funded to provide the minimum necessity items the family needs. In some instances, food lockers are being maintained. Many installation medical facilities have implemented "family practice" care--a concept where one doctor serves the entire family, often becoming very knowledgeable about the entire family and its needs. Outreach programs have been developed to provide transportation to wives of junior grade enlisted personnel to get to the

installation so that they can take advantage of the many facilities and services offered. These changes are due, in large measure, to a change in the command climate. Commanders are viewing the morale and welfare of soldiers and their families as being critical factors in attaining combat readiness.

Despite this ever-changing profile of the Army toward a "married man's Army" (Bennett, et al., 1974; Little, 1971), and the changing patterns of military community life, the Army has moved conservatively toward reexamination of the assumptions and prevailing philosophy regarding the military family. The reason is obvious. Change require money. There is a delicate balance between meeting the Army family needs and the operational priority needs of maintaining a combat-ready force.

Assistant Secretary of the Army for Manpower and Reserve Affairs Robert L. Nelson told the Senate Subcommittee on Manpower and Personnel in March 1978: "Fifty-nine of the Army's fiscal year 1979 budget, to include the Army share of DOD appropriations, is associated with people costs." The sky rocketing costs of social services versus costs for advanced weapons, training supplies, and other items demand that improvements be well-planned and thoroughly evaluated. Thus, the Army is faced with the decision of altering the policies or operations of the organization to respond to personnel needs.

Changing priorities within the organization poses a conflict between personal and organizational needs which may result in: (1) injury to the organization's ability to perform its mission, (2) a loss of commitment to the organizational goals by soldiers and their families. Changes also impact on the morale/commitment of the Army community.

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Morale/Commitment impacts directly on retention and starts the cycle again, crossing the subsystem to impact on the behavior, expectations, and perceptions of personnel still within the system. Here, peer pressure of the young soldiers with "bad feelings toward the Army can influence others not to reenlist."

It follows then that the Army must provide "quality of life" support for soldiers and their families in exchange for reciprocal dedication to service. It is perhaps in this arena that the Army has failed to use adequately the double "a" and "e" formula: assess, analyze, and evaluate. There is greater need to apply the research techniques of the social scientist to defining where we are and where we need to go. Or, as Robert C. Wood said, "The social problems raised by science must be faced and solved by the social sciences and the humanities." Through application of social science, we can increase our ability to forsee the consequences of the Army's actions and improve our ability to control the future.

CHANGES WITHIN THE SYSTEM

As stated earlier, the most profound impact on the system has been the change in the number of married soldiers. In 1970, about 49 percent of the soldiers were married. By September 1977, the percentage had climbed to 60.2. (See table 1.)

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TABLE 1

MARITAL STATUS BY GRADE OF MALE PERSONNEL

	Dec 1960	Aug 1970	Nov 1975	Sep 1977	Estimated # Married by Grade/Dec 77	Estimated % Married Compared to Total Army Strength/Dec 77
TOTAL COMM. OFFICERS	85.9%	75.5%	84.7%	82.8%	64,317	8.3%
06	97 %	92.1%	92.7%	93.7%	4,209	0.5%
05	96	92.4		93.9	10,256	1.3%
04	97	93.3	90.4	89.4	14,363	1.9%
03	93	83.2	89.8	85.9	21,311	3.0%
02	77	67.5	68.7	73.5	6,220	0.8%
01	53	58.5	55.7	57.2	5,958	0.8%
TOTAL ENLISTED	44.9%	40.9%	54.5%	56.8%	346,965	45.2%
E9-8	91 %	92.5%	89.5%	89.7%	14,680	1.9%
E7		92.1	90.9	87.8	32,707	5.2%
E6	90	86.3	89.1	84.6	59,547	7.8%
E5	80	5.0	73.5	70.6	74,614	9.7%
E4	41	37.6	50.4	52.4	86,956	1.1%
E3	21	29.2	31.5	33.2	29,358	3.8%
E2	17	24.3	29.1	36.0	24,903	3.2%
E1		23.3	20.4	27.6	17,200	2.2%
TOTAL WO	95.5%	83.1%	91.1%	93.6%	12,288	1.6%
TOTAL ARMY MARRIED	49.5%	49.4%	56.0%	60.2%	423,570	55.1%

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Currently, Army salaries have dramatically risen. Pay and allowances for Private (E-2) jumped from $240.00 in 1970 to $670.00 in 1978. However, despite these increases, the overall value of compensation has decreased as a result of economic changes in the total society (table 2).

TABLE 2

SELECTED PAY RATE (BASIC AND BAS AND BAQ)

	1960	1965	1970	1975	1978
E-1 Entry	$167.50	$181.80	$234.90	$553.20	$625.20
E-2 Over 2	170.10	185.40	240.00	594.60	670.80
E-5 Over 4	260.10	320.70	422.40	768.30	863.70
O-2 Over 2	433.08	575.28	745.08	1,085.95	1,223.23
O-5 Over 16	864.68	1,058.28	1,414.68	2,073.55	2,329.93

For example, today's Specialist Four with over 2 years in the Army, and serving at a typical Army installation with a wife and child has a disposable income of about $26.48 after required expenses. Many of these married soldiers in fact are eligible and actually use food stamps obtained through the Department of Agriculture program. One estimate has been that one-third of our married soldiers in grade E-4 and below are eligible for this welfare support. Naturally, this situation creates concerns for the Army leaders at all levels, and actions, which will be discussed later, have been taken to alleviate these problems (table 3).

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TABLE 3

COST OF MONTHLY LIVING ESTIMATES

AREA FY 77

	E1/E2, UNDER 2 YRS	E3, UNDER 2 YRS	E4, OVER 2 YRS	S E5, OVER 3 YRS W/OVER 2 DEPENDENTS
	W/2 DEPENDENTS	W/2 DEPENDENTS	W/2 DEPENDENT	$ 790.24
TOTAL PAYMENTS	$ 643.23	$ 634.93	$ 717.36	4,037.45
AVERAGE DEBT	1,983.18	2,049.13	3,758.51	845.20
ENTITLEMENTS	$629.30/674.90	695.24	788.10	790.24
LESS: EXPENSES	643.23	634.98	717.36	34.38
FICA	24.05/ 26.81	27.84	32.36	18.00
FED. TAX	0/0	3.00	12.00	$ 2.58
DISPOSABLE INCOME	$ (37.98)/4.86		$ 29.42	$ 26.48

Although the Army community at any given location is a constantly changing community, new arrivals, reassignments, discharges, retirees, base closings, and unit relocations, making for continuing change, we have used the profile in Table 4 (below) as being representative of a typical CONUS Army installation.

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TABLE 4

SOLDIER PROFILE

24,000 TROOPS ASSIGNED

RATE	PROFILE
E2-E3	34% MARRIED 1.4 CHILDREN $588 AVERAGE PAY AFTER TAXES $520 MONTHLY EXPENSES
E4	52% MARRIED 1.8 CHILDREN $684 AVERAGE PAY $610 AVERAGE EXPENSES
E5	71% MARRIED 2.1 CHILDREN $727 AVERAGE PAY $646 AVERAGE EXPENSES

AVERAGE 22.1

Although there has been an increase in the number of soldiers married to soldiers, this survey did not provide an accurate picture of soldiers in this category (see table 5).

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TABLE 5

PERCENT OF MARRIED SERVICE MEMBERS MARRIED TO ANOTHER SERVICE MEMBER

| | NOV 1975 | | NOV 1976 | |
	Officer	Enlisted	Officer	Enlisted
NO	95.7%	91.4%	96.4%	91.5%
YES, Army	3.9	7.5	3.2	7.7
YES, Other Service	0.4	1.1	0.4	0.8

| | NOV 1975 | | NOV 1976 | |
	Army	Other	Army	Other
E9-8	1.0%	0.5%	6%	--
E7	1.9	0.8	1.0	—
E6	5.6	—	3.5	.3
E5	5.4	0.5	11.8	.5
E4	12.5	0.7	11.0	1.4
E3	10.0	1.2	6.3	1.2
E2	8.2	3.7	—	--
E1	--	--	--	--

Changes in societal climate pertaining to the role of women, coupled with a shortage of qualified male applicants, has caused the Army to increase significantly the number of women in the Army. The percentage of women in the total Army rose from 1.4 in 1970 to 6.8 in 1977 (5,700 officers/46,100 enlisted), and the Army plans to increase the number of women by the end of Fiscal Year 1979 to 7,500 officers and 57,000 enlisted (see table 6).

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TABLE 6

FEMALE PERSONNEL AS A PERCENT OF TOTAL ARMY STRENGTH

	1960	1965	1970	1973	1974	1975	1976	1977
General Officers	0.0	0.0	0.2	0.4	0.4	0.5	0.5	0.4
Officers	4.9	4.4	3.8	4.6	5.1	5.7	6.3	6.7
Warrant Officers	0.4	0.2	0.1	0.1	0.2	0.2	0.3	0.4
Enlisted Personnel	1.1	0.9	1.1	3.1	5.0	6.2	6.7	7.0
TOTAL PERCENT	1.5	1.3	1.4	3.2	5.0	6.0	6.5	6.8

The Army has strived concertedly to apply social science techniques in defining the challenges it faces. Studies, surveys, controlled tests, investigations and other methods have been applied in varying degrees of quality and effectiveness. In many ways, the Army is grouping in this period of rapid change to find the appropriate research methodology to provide the basis for evaluation of opinions, behavior, and attitudes with which it must deal in today's society. Notable examples include:

The Adjutant General's Study of Child Care and Morale Support Programs. It should also be noted that The Adjutant General's staff has been and continues to be involved in trying to define "community of life support" and "quality of life" and to apply quantitative values to those concepts. Numerous actions in the "test" phase may result in dramatic changes in this area if the theories behind the studies are supported.

The Inspector General's Review of Army Community Services. This "on site" investigation of community support lent strength and confirmation to suspicions that some aspects of this type support were inadequate and must be revitalized. These findings helped in the preparation of new comprehensive guidance to field commanders and brought the issue to the attention of top military and civilian leaders--necessary voices to propose and defend adequate funding for the program.

The Deputy Chief of Staff for Personnel Command Climate Study and the Quality of Life Study. (1977-1978) This element of the Department of the Army staff continues to examine complex problems such as drug abuse, equal opportunity, race relations, pay and compensation, personnel policies, women in the Army, and the entire spectrum of morale, welfare, recreation, and other support vital to today's Army and the Army family.

EFFORTS AT ALL LEVELS

Major studies have been conducted in the field, The Commander in Chief, US Army, Europe and commanders at all levels in that theater conducted an intensive study of community support needs. As a result, with the help of the Department of the Army staff, 18.7 million dollars in the Army budget for Fiscal Year 1979 have been proposed to improve support to soldiers and their families in Europe. The budget is pending approval by the Congress, which is expected shortly.

Installation commanders, other Major Commands, and individuals who manage support programs at the installation level from NCO to lieutenants and colonels are working hard to develop proper support for the community. Many unusual initiatives such as asking for and getting a portion of the local military/civilian community's donations to United Funds or other charitable institutions are providing impetus to efforts in behalf of the Army family.

PROGRAM RESPONSE

The Army as the institution has responded to the call of leaders and members of the establishment. Many other programs are pending legislation by Congress or other resolution. Some of these include:

Junior Enlisted Travel Entitlements. This request extends programs traditionally reserved for career soldiers to lower grade enlisted with less than 2 years service, who are going overseas. While costly, it shows recognition of the fact that one-third of the junior force is married and that the Army must recruit personnel in this category to maintain proper strength levels.

Child Care Services/Facilities. Expanded funding and staffing has been requested in the FY 79 budget, and regulatory guidance has been furnished to ensure that these services meet the needs of single parents or Army families where both parents work.

Dependent Employment Policy. Department of Defense policy now gives employment preference to dependents of military and civilian personnel stationed in foreign areas. Despite the obvious need for service families to have a second income, this policy is being challenged by the Civil Service Commission and is being considered by the Department of Justice to determine whether there is adequate legal basis for dependent preference.

Veterans Education Assistance Program. The GI Bill for Educational Benefits is admittedly costly. Rather than eliminate this benefit entirely, which would have further strengthened the perception by service members and their families that benefits of being in the Army were eroding, this self-contributing plan was devised. The Veteran's Administration contributes 2 dollars for each dollar contributed up to a total of $8,100 and results demonstrate the program is working in the Army. Further, an additional contribution may be authorized by the Secretary of Defense as an enlistment incentive, and the Army has submitted a test plan for approval allowing for this contribution.

Many other actions have been implemented or are in various stages of development at this time. These actions include: maintaining current rental fees for on-post mobile home spaces; reallocation of future pay raises between basic pay (taxable) and allowances (nontaxable), establishing a variable housing allowance in the continental United States, providing members of the Reserve Components a $1500 tax exemption, and establishing a ceiling for civilian housing costs for service members which if exceeded would authorize the Service to build military quarters or lease. Transportation of dependents to schools away from the location

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of the service family, educational opportunities for Reserve Component
personnel, increased appropriated fund support for morale support acti-
vities/recreation services, dental care for retirees and dependents and
numerous other programs are being considered or have been recommended.

CONFLICTS AND INITIATIVES

Nonetheless, the Federal Government is not an endless well of money
to support Army social programs. The age-old conflict between mission
and welfare of the troops continues. It is a delicate tight-rope for
the commander, at any level, to walk. Increasing costs of things, and in-
creasing costs of providing services and "people programs" demand tighter
management and utilization of people. However, there exists throughout
the Army a call to action to provide adequate support for the Army family.
But these needs must be carefully weighed and justified against the needs
of maintaining National Defense. It's not an easy task.

The Army of the future and the future of the Army depend on the
application of sound management, meaningful research, evaluation, and
application of the principles of social science and communication to
maintain a ready fighting force.

Public perceptions of the Army must be enhanced--not the "black-eye"
publicity of isolated events, such as My Lai or instances of "malpractice"
in spending taxpayer dollars. The Army must objectively present facts
before the public about the institution to dispel attitudes and opinions
created by sensational reporting. The good must be told, along with the

bad. The internal audience, the Army family members must know about the efforts that the institution is making in their behalf. And they must understand the dedication expected in return for the Army's commitment to its people.

The institution is being challenged. But it is not shirking from the challenges it faces. It is moving ahead, confronting the challenges, defining them, studying them, and most importantly, doing something about them. But today's Army needs the help, understanding, and support of the total society. It must use the abilities of its members to work within the societal conditions which exist and compete with the elements which detract from its success. It must adjust to the ever-changing total society, and the variables involved in societal change. The Army is moving in many directions--constantly changing, revising priorities, seeking out, and evaluating new ideas. The change process is not fast enough for some; it's too fast for others. Perhaps Alfred North Whitehead's comment can be applied to the Army; "The art of progress is to perserve order amid change and perserve change amid order."

V

THE MILITARY FAMILY/MILITARY ORGANIZATION INTERFACE: A DISCUSSION

ROBERT S. NICHOLS

UNIFORM SERVICES UNIVERSITY OF THE HEALTH SERVICES

THE MILITARY FAMILY/MILITARY ORGANIZATION INTERFACE: A DISCUSSION

The three papers presented today all make significant and helpful contributions to the study of the relationships between military families and military organizations. The authors deserve congratulations. They have approached the topic from different perspectives, and in so doing they have illustrated the broad range of issues which are involved. Dr. McCullah has described a number of ways that clinical problems like child abuse, drug and alcohol misuse, and other types of family dysfunction can affect military operations. The paper by Dr. Derr and colleagues (Derr, Hinckley, and Decker) has shown a number of ways in which family circumstances can interact with the stages of a military career and thereby facilitate, or impair, both family life and military operations. Colonel Shaylor has looked at the family—organization relationship from the perspective of a manager who must identify the needs for family services and meet these needs as fully and economically as possible. Each of these areas of concern merit careful study and analysis, and the speakers have met that challenge.

In commenting further on these topics, I shall first present some broad general concerns that deal with the total issue of military family/ military organization interaction, and then I will deal with specific issues raised in the three papers.

From a broad perspective, a number of points need to be made concerning the military family/military organization relationship. Some of these points have already been addressed by the panelists, either explicity or implicity, while others were not discussed but deserve mention.

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It is very clear that military organizations have a major impact on military families. The military has an influence on where the family lives, whether the family is kept intact or separate, and how much support is provided to the family. While the military creates some of the major pressures on the family, it also provides many of the major support services available to the family.

Military families have a major impact on military organizations. Housing must be provided. Medical care must be offered. Stores must be operated to provide food and household items, and transportation for families and their possessions are required. In addition, a wide range of more personalized services are needed involving such matters as religious and family counseling, financial assistance and child care. The provision of these services requires the military forces to make extensive use of scarce funds, limited facilities, and overburdened personnel. Moveover, the concern for family welfare affects the services' willingness and ability to conduct military operations which might adversely affect families. In addition, the presence of families in overseas areas, such as Iran or Germany, has a psychological and political significance that must be taken into account.

While families affect the military, and vice versa, it is very hard to obtain good statistics that adequately document these effects. Both administrators and family welfare specialists lack good data on what services families need, and on the effects that the provision, or nonprovision, of these services will have on military families and operations. For example, what effect is there when less medical care is provided to

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military families? How much money is saved or lost? How much is morale affected? How much, if at all, does the change in morale affect military operations? We need good data to answer these questions, and these data are usually not available.

There is a lack of good communication between military leaders and family service workers. As a consequence, both groups are often unaware of how their actions affect each other. Military leaders often lack feedback on how their actions affect military families. Family services workers often lack an understanding of the broad economic political and military issues with which military leaders must contend, and which lead them to make decisions that have a profound impact on military families. Family workers also fail at times to understand the ways in which family activities and family programs impact on military operations. This lack of understanding at times leads family specialists to make unrealistic or impractical demands on military leaders. Because communication between leaders and family specialists is poor, the high degree of coordination between military families and military organizations that would be desirable and feasible is often lacking.

Military leaders and family specialists have different priorities. Military leaders must give priority to fulfilling military missions, even if families may suffer in the process. Family specialists on the other hand, tend to give the priority to family services even when meeting family needs might impair military objectives. Reconciling these conflicting priorities is not easy, especially when essential resources such as money and personnel are in very short supply.

Better criteria are needed to determine how well families are getting along. It is not enough to say that families are "under stress" or "doing well." We need specific measures of "stress" and "doing well" that will be useful both to military managers and family specialists.

We need better organizational structures that will provide clear authority and workable procedures for dealing with family concerns and for integrating family issues into the broader concerns of military operations and military management.

We are very short of the technical knowledge we need on how to minimize or counteract the pressures that military organizations put on military families. A few examples will illustrate the problem. Does moving frequently from post to post affect military families? If so, how? Is this effect necessarily negative? Is it possible that families may be strengthened and enriched by their moves? How frequently can such moves occur before their effect becomes negatives? What can be done to support families during their moves? Are "supportive" and "preventive" measures effective? The truth is, we don't have really good, well-documented answers to these questions. Sometimes we have not gone much beyond the point of speculation and casual observation in seeking information about important questions such as these.

We need to be aware of the rapidly changing nature of military families, which to a considerable degree reflects the changes occurring in most of American society. The number of single parents, both male and female, is increasing. The number of children per family is decreasing. An increasing number of families have both husband and wife in uniform at

the same time. The number of marriages and dependents among young low ranking enlisted personnel is rising. An increasing number of the wives of military members are working so it is less and less possible to assume that a service member has a nonworking wife who can care for their children, provide emergency transportation, do volunteer work in the military community and escort the wife of the visiting VIP should the need arise. All of these changing family circumstances require changes, sometime major changes, in the provision which must be made for military families.

The need to consider military families is especially great during the present nondraft period. If military families do not get the services they need, or which they feel they need, the services will not get sufficient numbers of personnel to meet operational requirements. As a result, many of the problems affecting families which could be ignored in a draft environment take on greater urgency now.

Having made these general comments, I turn now to a discussion of the individual papers.

The paper by Derr, Hinckley, and Decker presents a very fascinating and comprehensive analysis of some developmental stages which naval officers pass through during the course of their careers. Some of these stages are those which have been described for most adults by Erickson, Sheehy, and others. Other stages appear to be more unique to the people who must operate in the unusual career environment of the Navy. Each of these stages present very significant issues which interest me both as a

clinician and a military manager. Many of them I have dealt with per-
sonally. During the more than 5 years I have served at the Army War
College, I have also seen many of my Army colleaques go through phases
similar to those described for senior Navy officers.

However, when I consider these stages a bit more distantly and scien-
tifically I am led to ask a number of questions which merit investigation
as a follow-on to the fine ideas presented by Derr and his colleagues:

(1) Is there evidence that all officers pass through all of these
stages? If not, then how much variation is there? Can we assume that
these are the most common phases, and plan accordingly, or must we expect
very great individual differences?

(2) Can we assume that these phases will occur at fairly constant
and predictable ages, or is it likely that the speed with which people
move from stage to stage varies from person to person?

(3) Is it necessary to pass through each stage and can we assume
that they always occur in the sequence described in the paper?

(4) Are there other significant developmental stages which the
authors did not detect, or did not have time to discuss?

(5) How much help is available, or required, to assist people in
meeting these developmental challenges successfully? In this connection,
the literature on crisis intervention is quite relevant. It shows that
when crises are successfully mastered, with appropriate outside interven-
tion being made available as needed, the result is personal growth and

greater long-term capability and stability. On the other hand, if suitable crisis assistance is not available the crisis may not be successfully overcome and impaired functioning may result. From a practical viewpoint, this means potentially difficult growth events should be identified in advance, and suitable assistance made available.

(6) If outside developmental assistance should be provided regularly or at least made available, what are the best professional and administrative arrangements for accomplishing this? Should we set up special procedures, provide suitably trained personnel, and create new organizational structures or can we do what is needed with the resources we already have?

(7) Is there any evidence that enlisted personnel face similar crises? If not, do the circumstances of life for enlisted personnel cause them to have different, but equally significant, developmental challenges? In view of the fact that most personnel are in the enlisted ranks, it may be even more important to plan for, and assist them with, these crises than it is for officers.

(8) From an administrative point of view, particularly with regard to personnel management, the question can be raised as to what changes need to be made in the overall personnel systems of the Navy in order to accommodate to these developmental stages. Should and can the Navy change, or should the service family be expected to conform better to Navy operational needs? Should similar changes be made by the Army and Air Force?

It is a tribute, I think, to the scope and imagination of the Derr/ Hinckley/Decker paper that it not only answers many questions, but also generates a host of additional ones such as those I have mentioned.

As a clinician with long experience in family counseling I am drawn with sympathy to the problems discussed by Dr. McCullah. They clearly illustrate some of the things that can and do go wrong for military families. Some of these problems such as the questionable quality of the naval recruit, are old ones, while others such as child abuse are new, or at least more noticed than they were previously.

One of the key points made by Dr. McCullah is all too often over- looked, and that is that a healthy identification with military life can facilitate family life and family adjustment. We pay much too little attention to the psychic supports which military life provides. In our daily concentrations on stresses and the problems that come from stress, we should not forget that most military families cope well most of the time. Many do so because of, rather than in spite of, the special char- acteristics of military life. We need to identify and strengthen the positive characteristics of military life which often include job secur- ity, reasonable incomes, challenging work, helpful family services, and the companionship of competent, dedicated people.

McCullah also recognizes quite properly that some "specialized" problems such as child abuse and drug abuse are often simply indications of much broader family and organizational dysfunction. In my long service career I have seen shifting emphases on what were our "main problems." We

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have at different times concentrated on "neuroses" or "character dis-
orders" or "ineffectiveness" or "mental illness" or "deficient life-style."
Each of these terms has a special meaning, of course, and they are not all
synonymous, but we must not forget that it is often an accident of time or
circumstance that determines which aspects of familial or social dysfunc-
tion will attract the most attention. Rather than focus on the "symptom of
the day" or "problem of the year" it may be more profitable to deal with
the broader questions of what stresses operate on military families, what
factors cause successful or unsuccessful coping, and what can be done to
increase the likelihood of successful coping? It is risky to focus on a
particular syndrome such as child abuse if this leads us to neglect the
full range of effective and ineffective family life.

Another question suggested by McCullah's paper, but not addressed
specifically, is the inadequacy of the epidemiological data which exist
concerning military health problems. In recent years for example, stat-
istics show an upsurge in episodes of child abuse, but this may only
indicate that it is the _reporting_ of child abuse, rather than child abuse
per se, which is increasing. Similarly, the greater frequency of reported
alcohol abuse in recent years is partially explained by the former tendency
to deny and conceal alcohol problems.

We also lack data that compare the incidence of behavioral problems in
military life with the occurrence of similar problems in civilian life.
For example several writers claim child abuse occurs more often in mili-
tary families. Some writers go on to attribute this alleged abuse to the

supposedly more authoritarian nature of military life. On closer examination it turns out that these conclusions are based on clinical hunches rather than on sound epidemiological data. As McCullah points out, the best available data suggest that there is actually less child abuse in the military, but it would be nice to have better data on which to base this conclusion.

Of all McCullah's conclusions, the one I find most compelling is his comment that more research needs be done. This is a truism, as he recognizes, but it is still true. We in the military need to study military families frequently, comprehensively, and systematically, in order to get the types of data whose absence I commented upon earlier. Unfortunately, little research has been done on families, what has been done is poorly documented, and the one agency that has recently been doing the most research on this topic, namely the Naval Health Research Center, now seems to be moving away from the topic.

Let me turn now to Colonel Shaylor's paper. One of the most significant points which he makes is that the military is a large and complex social system which operates in intimate connection with an even larger social, economic and political system, namely, the United States. It is impossible to make sense out of what is happening in the military without also knowing and understanding what is happening outside of the military. It is also important to note that the military is not only affected by, but affects, US society.

Colonel Shaylor also makes the vital point that economic considerations—the allocation of scarce resources to alternate ends—play a key role in determining how many and what kinds of family services are provided by the military. He also provides a very helpful discussion of some of the guidelines that are used in making these resource-allocation decisions.

One of the most useful portions of Colonel Shaylor's presentation is the statistical material he has assembled. From these numbers emerges a picture of a drastically changing Army: more married personnel in the lower ranks and a greater incidence of no families or of broken families in the higher ranks (when compared to previous years); rapid pay raises, yet many soldiers poor enough to qualify for food stamps; high levels of indebtedness among low ranking married enlisted personnel; growing numbers of service people with spouses also in the service; and rapidly increasing percentages of female personnel especially in the enlisted ranks. Changes like these do affect family life, and they do affect military operations in all sorts of ways.

Colonel Shaylor's paper also contains a useful overview of the programs which his service, the Army, has developed to meet emerging family needs. Comparable if not identical programs have been undertaken by the other services. Each of these new programs has a cost and each requires new personnel, new policies, and new administrative arrangements. The programs are needed to attract quality volunteer forces, yet they place a

heavy logistical and administrative burden on a military organization whose primary mission is not the provision of social services, but rather the prevention and conduct of war. As Colonel Shaylor points out, because of these problems decision-making in dealing with family problems is not easy.

That brings me back to my initial point. Military families do exist. They affect, and are affected by military operations. We as professionals concerned with military families must do all we can to provide the consultative advice, the professional expertise, the skilled management, and the human services that are needed to help military families. We must also do all we can to ensure that the military family/military organization interface receives adequate attention and is managed as knowledgeably, as competently, and as humanely as possible.

In concluding these comments, I would like to call the reader's attention to an article entitled "Family Policy in the Armed Forces" which was written by McCubbin, Marsden, Durning and our own panel chairman, Dr. Hunter. It is contained in the September-October 1978 issue of the Air University Review which was published soon after our symposium was presented. The paper is an excellent summary of some of the changes that have taken place in military families, and discusses the implications these changes should have for military policy makers. Since the article appears in a journal which is often read by top military and civilian leaders there is a chance that the organization and policy change which it proposes, and which closely parallel the ideas in our symposium, will be seen by the people who establish military policy. Let's hope that they

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will adopt the views advanced in this symposium and in the McCubbin et al.
article which argue that major improvements need to be made in the
policies and services that apply to military families. If policy makers
do their part, and we family professionals do ours, both military families
and military operations can benefit greatly.

VI

EPILOGUE

EDNA J. HUNTER

UNITED STATES INTERNATIONAL UNIVERSITY

EPILOGUE

There are a number of actions which the services are now taking and others which could be taken which could alleviate or attentuate many of the stresses experienced routinely by military family members. Military commanders from the highest echelons to the lowest must become more aware of family needs and how to meet them. This awareness requires a recognition of how family factors affect the equation for effective and efficient accomplishment of the military mission. Conversely, family members must be made more aware of the military goals. They must recognize the importance of the job the service member performs, the rationale behind his assignments and requirements are no longer to be tolerated. The family must have more information. Also, family members must know the support programs in existence and the options open to them. There is a public relations job to be done by the military organization, a job which has been highly ineffective in past years!